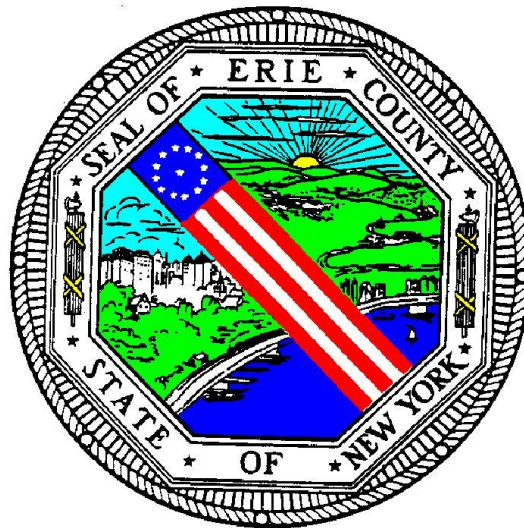


UB Center for Industrial Effectiveness



School of Engineering and Applied Sciences

Reentry Initiative





Reentry Initiative Workgroup

- **William Burgin – Green Belt Candidate**
- **Jean Hennessy – Yellow Belt Candidate**
- **Richard Planavsky – Erie County Department of Budget**
- **Grant Scriven – NYS Parole**
- **Cindy Voelker - Spectrum Human Services**
- **Michael Ranney – Erie County Department Mental Health**
- **Peter Curtis – Erie County Department of Mental Health (Consult)**
- **Ken Graber – ALJ, NYS Parole (Consult)**
- **Judith Cummins, ALJ, NYS Parole (Consult)**
- **Angelo Ervolino, NYS Parole (P/T)**





Strategic Goal/Business Case:

To decrease the cycle time for a parolee to be restored back on parole in the community.

Problem Statement:

NYS parolees are waiting an extended period of time in the Erie County Jail for completion of the restoration/revocation process. In 2008, parolees spent an average time of 44 days between Erie County Holding Center & Erie County Correctional Facility for technical parole violations.



PROJECT CHARTER



Benefits/Savings Potential:

\$100,000 Annually

Scope/Boundaries:

(Within the Scope) Parolees that are held in the Erie County Jail on a warrant for a parole violation and could be considered for parole restoration.

(Beyond the Scope) Parolees held in the Erie County Jail who are not eligible for parole restoration.





Timeline: Define Phase: April 30, 2009; Measure Phase: May 21, 2009; Analyze Phase: June 11, 2009; Improve Phase: August 3, 2009; Control Phase: February 9, 2010.

Goal Statement:

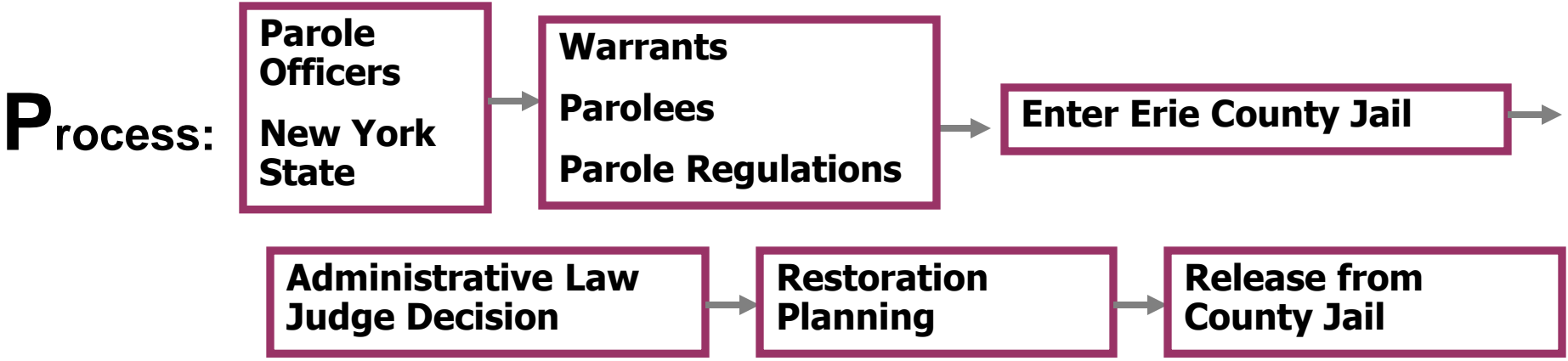
“To better serve the parolee by enhancing relationships between the community, NYS parole, and Erie County.

To decrease bed days in the county jail occupied by parolees who are at risk of violating parole and are eligible for restoration from 44 to 37 by February 9, 2009”



Suppliers: New York State Parole, Parolees

Inputs: Warrants, Parolees, Parole Regulations



Outputs: Parole Revocation, Parole Restoration

Customers: Parolees, Community, New York State Parole, Erie County Jail, Erie County Sheriffs, Taxpayers



Erie County Correctional Facility/Holding Center

Daily Rate Cost: \$128.28

Based by a average daily rate of housing a parolee in the Erie County Jail in 2009.

The daily rate includes:

- Personal Services
- Maintenance & Operations Costs
(includes equipment)
- Capital Construction Costs

This rate includes revenue received by NYS (\$34.00 per day) for parole violators. This revenue has been discontinued as of April 1, 2009 .

Rate is based on total cost divided by the fixed or rated capacity of the institution.



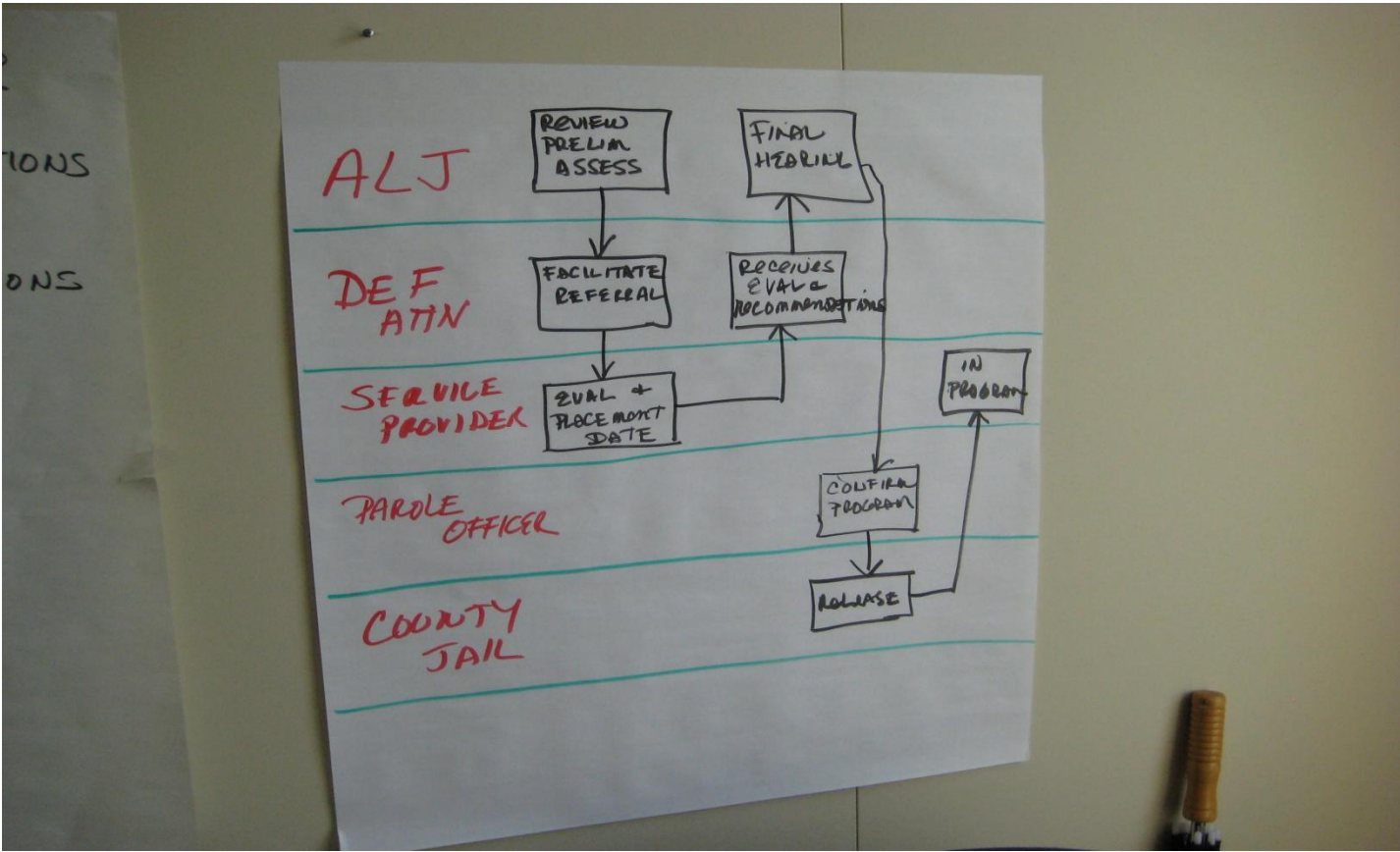


Mid-Level Process Flow Diagram



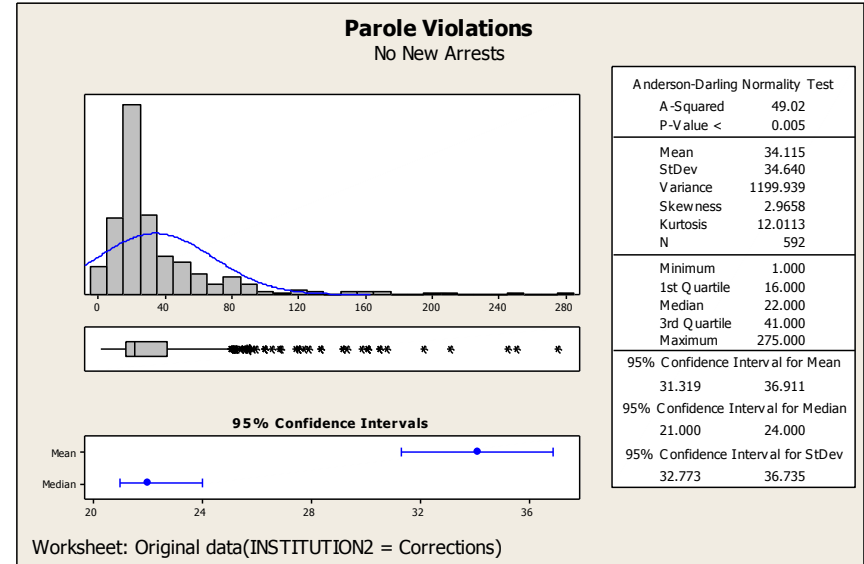
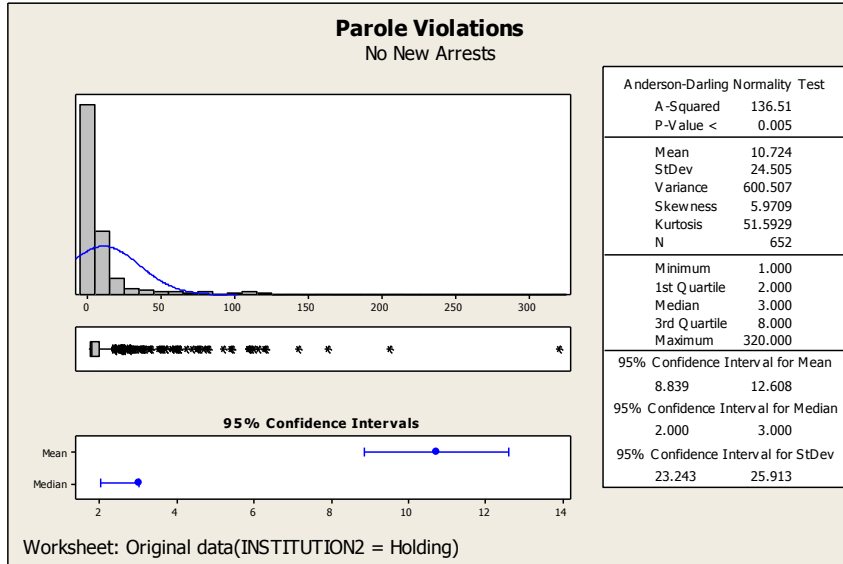


Swim Lanes





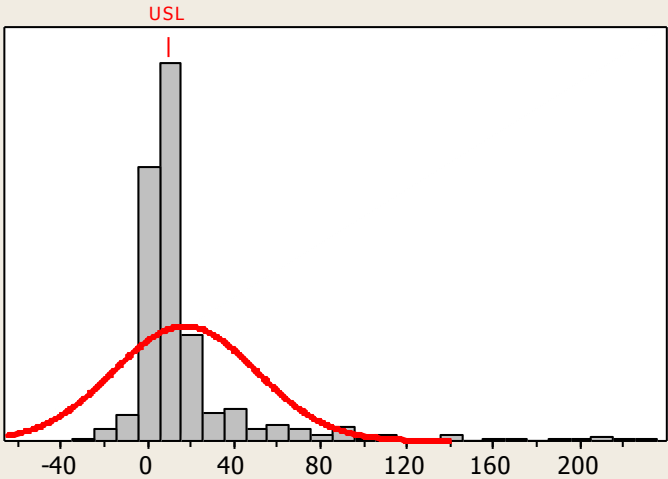
2008 Average Bed Days Erie County Parole Violators (Technical)





Process Capability of Final Hearing to Release

Process Data	
LSL	*
Target	*
USL	10
Sample Mean	16.8077
Sample N	468
StDev (Overall)	33.0285



Overall Capability	
Pp	*
PPL	*
PPU	-0.07
Ppk	-0.07
Cpm	*

Observed Performance	
% < LSL	*
% > USL	31.20
% Total	31.20

Exp. Overall Performance	
% < LSL	*
% > USL	58.16
% Total	58.16

Worksheet: Number of parole violators



SELECTING & TESTING SOLUTION



Benchmarking

The Workgroup identified that Niagara County had a system in place to assist parole violators in parole restoration.

Met with North Pointe Council, a non-for-profit in Niagara County who provides assessment and referral for parolees considered for parole restoration.

Key Points of Niagara County System:

- Assessment and plan is completed in Niagara County Jail (NCJ)
- All referrals have a history of failed substance abuse outpatient attempts and need a long term substance abuse residential plan
- If appropriate, parolee is moved to out of NCJ to local residential substance abuse agency following final hearing.
- Plan includes 14 day stay at a crisis service, 28 day stay at substance abuse inpatient unit, 60-90 days at residential rehabilitation unit and 90 days in a community residence.





Failure Modes & Effects Analysis

FMEA CHART

Process Function	Potential Failure Mode	Potential Effects of Failure	S E V	Potential Cause(s)/ Mechanism(s) of Failure	O C C	Current Process Controls	D E T	R P N	Recommended Action(s)	Responsibility and Completion Date	Action Results				
											Actions Taken	S E V	O C C	D E T	RPN
Coordinator Funding	NYS DCJS discontinues funding	No Evaluation & Referral process	8	Change in priorities of DCJS	4	Process is viewed as a savings to taxpayers	5	160	Identify other potential funding sources	Green belt	Spoke with ECDMH & Spectrum about alternative funding	4	3	3	36
Lack of referrals	NYS Parole does not value process	No use evaluation and referral system	8	Lack of proper supervision by Spectrum. Lack of oversight by ECDMH	5	Appropriate supervision and oversight of system	4	160	Implement policy & procedure	Spectrum Human Services	Design written procedures and documents	3	3	3	27
Provider resistance in working with parolees	Providers view parolees behavior as problematic and start refusing referrals	Limited community resources	8	Lack of communication with providers	6	ECDMH oversight	4	192	Establish seamless referral system that includes ongoing consultation by Parole and Spectrum	Green belt	Small workgroup established to continue dialogue on systems issues.	4	2	2	16





“Provide the court with a professional evaluation and referral service”

- Assess current human service system for availability of services.
- Consult with community agencies who provide similar types of services.
- Consult with NYS Parole to run trial experiments (test cases).





Test Case #1 – Possible mental health condition, consideration for residential mental health services.

Test Case #2 – Substance abuse issues, consideration for residential substance abuse services, long history(8-9x)of parole violations related to substance abuse.

Test Case #3 – Substance abuse issues, previously on reentry caseload, responded well to parole requirement prior to episodes of substance abuse.



COMPARE RESULTS to PLAN



Test Case #1 – Evaluation did not take place, Care Coordinator did not receive gate clearance at Erie County Correctional Facility prior to sentencing. Individual was sentenced to 6 months + time served in NYS DOCS.

Test Case #2 – Individual was assessed and recommended for 6 months substance abuse residential treatment. Released to and currently in Turning Point House.

Test Case #3 – Individual was assessed and recommended for (6) month of substance abuse residential services. Released to and currently in Terraces House.





Documentation

(Created or Changed)

1. Clinical Assessment/Evaluation
2. Referral procedures
3. Referral form
4. Tracking forms





Control Chart

Last Name	First Name	NYSI D#	Entry Date	Assessment Date	Final Hearing Date	Program Placement Date	Days Incarcerated	Goal (Max)
Smith	Tom		12/24/2009			1/24/2010	31	37
Jones	Mike		12/30/2009			2/1/2010	33	37
Matthews	John		1/4/2010			2/5/2010	32	37
Franks	Mike		1/4/2010			2/4/2010	31	37
Smythe	Bill		1/5/2010			2/7/2010	33	37
							0	



TRANSITION ACTION PLAN



- Hiring of Alternative to Incarceration (ATI) Care Coordinator.
- Orientation and training of ATI care Coordinator.
- Formal Introduction of ATI Care Coordinator to NYS Parole, Community Service Providers and Assigned Counsel.



SIX SIGMA TOOLS USED



Define	Measure	Analyze	Improve	Control
<ul style="list-style-type: none"> ✓ Problem Statement ✓ Macro Map ✓ Identify Customers ✓ Project Scope ✓ Primary Metric <input type="checkbox"/> Secondary Metric <input type="checkbox"/> Consequential Metric ✓ Baseline Data <input type="checkbox"/> Entitlement ✓ Objective Statement ✓ Financial Estimates <input type="checkbox"/> Non-financial Benefits ✓ Team Members 	<ul style="list-style-type: none"> ✓ SIPOC Diagram ✓ Process Flow Diagram <input type="checkbox"/> Value Analysis/ Muda ✓ Detailed Flow (I/O) <input type="checkbox"/> Measurement System Analysis ✓ Capability Analysis <input type="checkbox"/> Short Term Capability ✓ Long Term Capability ✓ Data Collection ✓ Process Monitoring <input type="checkbox"/> Lean Opportunities <input type="checkbox"/> C & E Fishbone <input type="checkbox"/> C & E Matrix 	<ul style="list-style-type: none"> ✓ Potential X's <input type="checkbox"/> Graphical Analysis <input type="checkbox"/> Hypothesis Testing ✓ Means <input type="checkbox"/> Variance <input type="checkbox"/> Proportions <input type="checkbox"/> ANOVA <input type="checkbox"/> Regression Analysis ✓ FMEA <input type="checkbox"/> ID Critical X's <input type="checkbox"/> Quick Improvements <input type="checkbox"/> Lean Improvements ✓ Process Tracking 	<ul style="list-style-type: none"> <input type="checkbox"/> Regression Analysis <input type="checkbox"/> DOE Planning <input type="checkbox"/> Screening DOEs <input type="checkbox"/> Quantifying DOEs <input type="checkbox"/> Optimizing DOEs <input type="checkbox"/> Verify Critical X's <input type="checkbox"/> Y = F(x) <input type="checkbox"/> Optimization <input type="checkbox"/> Generate Solutions ✓ Select Solutions ✓ Pilot Trials <input type="checkbox"/> Capability Analysis 	<ul style="list-style-type: none"> <input type="checkbox"/> Control Methods ✓ Control Plans <input type="checkbox"/> Poka-Yoke ✓ SPM – Monitor Y <input type="checkbox"/> SPC – Control X's <input type="checkbox"/> OCAP <input type="checkbox"/> Update FMEA ✓ Project Transition Action Plans <input type="checkbox"/> Update Financial Benefits ✓ Final report <input type="checkbox"/> Close Project
<input type="checkbox"/> Define Review	<input type="checkbox"/> Measure Review	<input type="checkbox"/> Analyze Review	<input type="checkbox"/> Improve Review	<input type="checkbox"/> Control Review



